



16 APRIL 2002

Personnel

**THE AIR FORCE AWARDS AND
DECORATIONS PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Ms Wanda A. Nikolauzyk)
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(Lt Col Barbara E. Chine)
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This publication supplements AFI 36-2803, 15 June 2001 concerning procedures and guidance as it pertains to the Awards and Decorations Program; and may be supplemented by lower organizational elements. This supplement establishes the proper guidelines for awards and decorations administrative guidance which need MAJCOM recommendation or approval; establishes suspense for awards submitted for MAJCOM recommendation/approval, to include Air Force Outstanding Unit Awards (AFOUA) and Air Force Organizational Excellence Awards (AFOEA); announces mission criteria required for award of the Aerial Achievement Medal (AAM) and the Combat Readiness Medal (CRM); and provides AMC philosophy on AFOUA/AFOEA nominations. This publication does not apply to the Air National Guard (ANG) or Air Force Reserve Command (AFRC) units and members.

1.4.1. Forward drafts of proposed supplements to AFI 36-2803 to HQ AMC/DPFMR for review.

1.7. In AMC, the recommending official is normally the member's first-line supervisor.

2.2.5. **Attachment 13 (Added)** and **Attachment 14 (Added)** are the LOM and MSM matrixes. They should be used as a guide when determining what decoration to submit/approve.

2.2.7. Although individuals with less than the highest performance report ratings or with quality force or weight management problems may be considered to have served honorably, it is often inconsistent with the intent of the awards program. In most instances, decorations are not awarded to members who are not maintaining standards. Commanders must be judicious in examining the "whole person concept" when submitting an individual for a decoration.

2.3.1. For PCS decorations, the period of service is normally the date arrived station and the projected departure date. The start date cannot overlap a previous decoration for meritorious service. Members cannot be submitted for an extended tour decoration when they have a projected PCS assignment.

2.3.2. For AMC, a PCA is normally reflected by a PAS code change. New job duties must be significantly different than the previous job.

2.3.4. The closeout date for a retirement decoration is normally the day prior to member's effective retirement date, i.e., 31 Mar for 1 Apr--31 Jul for 1 Aug, etc.

2.6.1. (Added) Air Medal. AMC routinely follows the prescribed guidance established by the AFI and Operation Commander; however, establishing criteria for award of the Air Medal (AM) is maintained at HQ AMC/DOT.

2.6.2. (Added) Aerial Achievement Medal (AAM). For our unique missions, AMC procedures for awarding the AAM were established to meet the spirit and intent of AF guidelines, e.g., "Awarded to aircrew members certified or evaluated through AF Form 8, 4025 or 1381 while performing in-flight duties for sustained meritorious achievement onboard an aircraft while participating in aerial flight." However, such recommendations must clearly substantiate exceptional performance of outstanding airmanship above that normally expected of professional airmen. The individual's unit commander and the operations commander will sign each recommendation. Establishing criteria for award of the AAM based on sustained operational activities is maintained at HQ AMC/DOT. At present, AMC's criteria for Category III (MAJCOM-unique missions) AAMs include:

2.6.2.1. (Added) Successful completion of 10 missions in support of Humanitarian Relief Operations.

2.6.2.2. (Added) Primary crew members of the 89 AW's PAG, 1AS, and 99AS are authorized the AAM after successful completion of 50 credible S-1 sorties flown, limited to one credible sortie per day. Credible S-1 sorties include transporting the President/Vice President of the United States; Secretary/Deputy Secretary of State; Secretary/Deputy Secretary of Defense; and Chairman/Vice Chairman, Joint Chiefs of Staff. After initial award, limit to one AAM every 2 years. Primary crew members of the 89th AW's 1HS are authorized the AAM after successful completion of 15 directed and/or DV-2 or higher missions. Directed mission indicates the mission was initiated and flown to support the squadron's classified mission. After initial award, limit to one AAM every 2 years.

2.6.2.3. (Added) The AAM will be awarded to primary crew members, Special Operations Low Level (SOLL) II qualified for a minimum of 18 months, completing 15 SOLL II Operational Joint Missions or JSC-directed/sponsored missions.

2.6.2.3.1. (Added) Missions must include two or more of the following aerial refueling point operations: close interval flight formation/communication out aerial refueling, blacked out/tactical assault airdrop and blacked out/night vision goggle landing, live-fire ordnance delivery in support of actual ground parties, or dry-fire close air support missions in support of actual ground parties.

2.6.2.4. (Added) AMC expanded eligibility for aerial decorations, to include satellite communications (SATCOM), radio operators (X2EXX), and combat camera personnel (X3VXX).

2.6.2.5. (Added) KC-135/KC-10 aircrew members may be awarded the AAM for completion of 20 missions if they meet the established criteria.

2.6.2.5.1. (Added) Operational refueling of reconnaissance, radar surveillance of command and control aircraft when those aircraft are involved in the conduct of intelligence gathering, surveillance, guidance of air intercepts, or command over ground forces. Two of the options in paragraph [2.6.2.5.6. \(Added\)](#) below must apply.

2.6.2.5.2. (Added) Operational refueling of fighter and attack aircraft involved in combat air patrol (CAP), air intercepts, interdiction, or close air support missions. (Examples: support to CAP for protection of shipping in the Persian Gulf; CAP support for search and rescue missions, such as the KAL-007

shootdown incident; strip alert aircraft launches to refuel fighters performing actual intercept and escort of commonwealth of independent states or hostile aircraft, e.g., Keflavik, Iceland, and Eielson AFB AK.) Two of the options in paragraph **2.6.2.5.6. (Added)** must apply.

2.6.2.5.3. (Added) US Navy reconnaissance refueling missions where emergency alternates include non-aligned or unfriendly nations for which diplomatic clearance has not been approved. This would include burning wind, giant scale, giant reach, and operations north of 15 degrees north latitude. Two of the options in paragraph **2.6.2.5.6. (Added)** below must apply.

2.6.2.5.4. (Added) Special operations air refueling support. Mission nicknames and areas of operations will be determined by HQ AMC/DOT and/or HQ AMC TACC/XOOS. Two of the options in paragraph **2.6.2.5.6. (Added)** below must apply.

2.6.2.5.5. (Added) Operational air refueling or airlift in support of JCS-directed missions. Two of the options in paragraph **2.6.2.5.6. (Added)** below must apply.

2.6.2.5.6. (Added) Options

2.6.2.5.6.1. (Added) The mission requires crews to operate outside the reach of conventional US rescue facilities.

2.6.2.5.6.2. (Added) The mission subjects the crew to some degree of risk due to potential interference by foreign governments.

2.6.2.5.6.3. (Added) Crew is required to perform beyond the limits expected of normal aircrew discipline by addition of stress factors, such as extended crew duty day, EMCON three or four rendezvous, and refueling rendezvous and air refueling in instrument meteorological conditions (IMC), etc.

2.6.2.5.6.4. (Added) Strip alert launch in response to an operational/emergency tasking.

2.6.2.6. (Added) EC-135/C-37 aircrew members may be awarded the AAM for completion of 20 missions flown in direct support of USCINCCENT activities in the USCENTCOM area of responsibility.

2.6.2.7. (Added) This does not preclude KC-135/EC-135/KC-10 aircrew members from eligibility for AAM awards using other nonaircraft-specific award criteria, such as that established for humanitarian relief operations.

2.6.2.8. (Added) Successful completion of three Midwinter Antarctic Airdrop missions or Operation DEEP FREEZE summer missions or combination thereof. After initial award, limit one AAM every 2 years.

2.6.2.9. (Added) AMC personnel can earn an AAM based on successful completion of AAM criteria of any other major command. (For example, AMC aircrew members who flew in “support of 25 direct test support (04 or 05) coded missions which are performed in direct support of research, development, test or engineering programs.”) Include a copy of the major command’s supplement containing the specific criteria.

2.6.2.10. (Added) Successful completion of 10 missions in support of Prime Nuclear Airlift Force (PNAF). After initial award, limit one AAM every 2 years.

2.6.3. (Added) Individuals must be performing duties as primary crewmembers and recommendations for the AM and AAM should be submitted within 90 days after the last act/ achievement or within 90 days of return from deployment.

2.6.4. (Added) Individuals who have not completed sorties/mission requirements for the basic AAM may still be submitted for the award. Ensure the member has completed 70% of the required missions (i.e., 14 out of 20 missions) and individual's participation is terminated due to PCS, PCA to non-flying duties, retirement, or separation (under honorable conditions). All 70% waivers apply only to the basic award regardless of specific operations or AORs. The 70% rule cannot be used on subsequent awards (oak leaf clusters), as subsequent awards must be based on 100% mission requirements.

3.1. **Timely Submission of Recommendations within AMC.** Recommendations for decorations should arrive at the approval authority not later than 45 days prior to the desired presentation date.

3.1.2. (Added) Recommendations not submitted within prescribed time limits will include justification for late submission.

3.2. Primary flight crew members on the same flight can submit the same descriptive justification for a decoration for the same act/achievement/service.

3.2.2.1. (Added) Avoid classified decoration recommendations. Outline the performance, which justifies the award in unclassified terms, and do not refer to units, locations, or operations, which in themselves cause the narrative to be classified.

3.2.4. (Added) Copies of OPRs/EPRs may be used to justify an AFCM/MSM. Only use reports that close out during the decoration inclusive dates.

3.2.5. The following are the preferred ways to start the first line of the citation:

MSM: Master Sergeant John G. Doe distinguished himself in the performance of outstanding service to the United States "as Chief, Recognition Section, 375th Security Police Squadron, 375th Airlift Wing, Scott Air Force Base, Illinois" or "while assigned to the 60th Weather Squadron, 60th Air Mobility Wing, Travis Air Force Base, California."

AFCM: Technical Sergeant Barbara K. Brewer distinguished herself "as Personnel Specialist, 62d Airlift Wing, McChord Air Force Base, Washington" or "while assigned to the 62d Airlift Wing, McChord Air Force Base, Washington."

3.3. AMC Form 223, **AMC Endorsement for Decoration**, can be used in place of an endorsement letter.

3.3.1. "Official channels" is defined as signed by the originator (first line supervisory) and endorsed by squadron commander higher in the chain.

3.3.2. For concurrence purposes, the recommendee's commander is the lowest commander in the chain, i.e., squadron, detachment, etc.

3.3.3. Send an original and two copies of the DECOR6, narrative, and endorsement correspondence and an original and seven copies of the citation with the member's Social Security Number on the copies only for all recommendations requiring SAF approval. These packages must be routed through Wing/CC/CV and NAF/CC/CV to reach HQ AMC/DPFMR NLT 45 days prior to desired presentation date.

3.3.4. Forward an original and three complete copies for all decoration requests for sister Service personnel.

3.3.7. Forward reconsideration submissions to awarding authority within 1 year of the disapproval date. Each submission needs to go through the same official channels as original package. The justification must be in memorandum format not to exceed one page.

3.4.2.1. When including more than one individual on the special order, be sure to black out all SSNs except the individual receiving the award. Keep one copy of the order in the file with no SSNs blacked out.

3.6. AMC's policy is to "Pin 'em Where They Win 'em." Decorations earned within AMC are presented prior to departure when possible. The objective of this policy is to foster morale, incentive, and esprit de corps by recognizing contributions of AMC personnel before departing from the command. Accordingly, each approval authority should have procedures to ensure recommendations are processed and award elements are available for presentation.

4.1. AMC units will compete at the Numbered Air Force (NAF) level. NAFs will determine how their wings and units will be submitted to the NAF. NAFs may submit only one nomination package of like units to HQ AMC/DPFMR. Nominations must be based on "outstanding" years, not merely good years.

NOTE: Offsetting acts or incidents that have negatively reflected on the unit should be taken into consideration when assessing the year overall. Consider all factors for award submissions versus only positive accomplishments.

4.1.1. The outstanding achievement must cover a period less than 1 year and is characterized by definite beginning and ending dates. The specific achievement must be sufficiently outstanding to be readily distinguishable from meritorious service and must clearly warrant immediate recognition.

4.1.2. (Added) AFOUA and AFOEA nominations must cover a period of **not** more than 2 years and **not** less than 1 year. **NOTE: This is not a license for submission every 2 years.**

4.4. AFOUA and AFOEA nominations are due to HQ AMC/DPFMR NLT 30 August of each year. Nominations must be forwarded through command channels and arrive in an original and three copies.

4.5. All subordinate units sharing in the wing or unit nomination must be identified in the nomination package.

4.6. AFOUA and AFOEA typewritten narratives for submissions may occur in two formats: (a) Plain bond paper. Must be at least one page in length, but no more than two, single-spaced pages. Use either bullet or narrative format. (b) AF Form 1206. Justification is limited to the front and back of the form in bullet format only. **NOTE: If the recommendation contains classified information, do not forward the recommendation to HQ AMC/DPFMR.**

4.6.1. **Attachment 9 (Added)-Attachment 12 (Added)** comprise a sample AFOUA/AFOEA nomination package.

4.6.6.1. Streamers will be ordered through supply channels of the cited unit.

Table 5.1. Air Force Achievement Awards.

Award	Award Requirements
Combat Readiness Award	Combat Readiness Medal eligibility criteria will be based on assignment to specified duty positions. The identified duty positions (AFSCs) and units will be maintained by HQ AMC/DOT.
UH-1N	11H1C, 1A1XXB
C-5	11AXA, 12AXA, 1A1XX, 1A2XX
C-9A	11AXB
C-17	11AXD, 1A2XX
C-21	11AXF
C-130	11AXK, 12AXC, 1A1XX, 1A2XX
C-141	11AXM, 12AXE, 1A1XX, 1A2XX, 2E1XX, 3C1XX
EC-135	11RXF, 12RXG, 1AXXX
KC-10	11TXA, 1A0XX, 1A1XX
KC-135	11TXB, 12TXA, 1A0XX
AMOG/AMOS	11A3Y, 11T3Y, 1A0XX, 1A2XX, 1C0XX, 2S0XX 3A0XX, 2A4XX, 2A5XX, 2A6XX, 2T2X1, 12XXX
437 AW/DOS Sat/Comm; Comm	X2E1XX, 3C1X
Tactical Airlift Liaison Officer	11F3, 12A4
Pararescue/Recovery	1T2XX, 13BX
Combat Control	1C2XX, 13DX, J13MX
Aeromedical Evac Crews	X46FX, X4NXX

7.3.1. The Director of Personnel delegates this authority to the Chief, Personnel Programs Division.

9.1.1. Obtain written concurrence or nonconcurrence and comments (if any) from the following offices before forwarding to HQ AMC/DPFMR:

Air Force Office of Special Investigation

Defense Intelligence Agency

United States Defense Attaché Office of the Country concerned

The United States Embassy

9.4. **Forms Prescribed.** AMC Form 223, **AMC Endorsement for Decoration.**

Attachment 9 (Added)

SAMPLE LETTER OF RECOMMENDATION

(Appropriate Letterhead)
MEMORANDUM FOR (next higher headquarters commander) (date)
FROM: (functional address symbol)
SUBJECT: Recommendation for Award of the Air Force Outstanding Unit Award (AFOUA) <i>OR</i> Air Force Organizational Excellence Award (AFOEA) – (Unit Designation)
1. The (specify the unit or establishment) (PAS Code) is recommended for the (specify first, second, and so forth) award of (specify name of award) for (specify meritorious service <i>OR</i> exceptionally meritorious achievement, and so forth) from (date) to (date). (Do not indicate oak leaf clusters.) Ensure that the opening date does not overlap the closing date of a previous award.
a. List all previous AFOUAs/AFOEAs to units (each on separate line) to include those received under prior designations of the unit. EXAMPLE: Previous Award: AFOUA, DAFSO GS-780/69 (designated 832d Supply Squadron during this period) – 1 Jun 73-31 May 75
b. List all assigned and attached subordinate elements (each on separate line) (PAS Code) that will share in the award and the inclusive dates if they differ from that of the unit being recommended. Exclude dates during which the subordinate elements were not assigned or attached, or did not contribute to the overall service or achievement. List subordinate elements that were redesignated, activated, or discontinued during the award period by using each of their designations, where appropriate.
2. The service of the organization recommended has been honorable after the act or service for which it is recommended.
3. Other organizations (are) (are not) being recommended for the act or service (If recommendations for these organizations are not a part of this recommendation, explain delay, indicate the date recommendations will be forwarded, and identify the organizations concerned and their present stations.)
4. An unclassified citation is attached. When the recommendations is classified, include an unclassified citation with the recommendations.

5. Other recommendations for awards to the same organization (are) (are not) pending.
6. A previous award has not been made to the organization for the same act or service described.
7. If the recommendation is approved, the desired presentation date is (date). The award elements should be forwarded to (appropriate agency) for presentation.
(recommending official's signature)
(typed name, grade, and title)
Attachments:
1. Narrative Justification (not to exceed 2 typewritten pages)
2. Citation
3. Addendum (if desired, not to exceed 1 typewritten page)

Attachment 10 (Added)

SAMPLE INDORSEMENT LETTER

(Appropriate Letterhead)

MEMORANDUM FOR: (next higher echelon of command) (Date)

FROM: (NAF/DRU/CC/CV)

SUBJECT: Recommendation for the Air Force Outstanding Unit Award (AFOUA) or Air Force Organizational Excellence Award (AFOEA)

1. I recommend each of the following unit/units for award of the AFOUA/AFOEA for exceptionally meritorious service (exceptionally meritorious achievement). The combat readiness status of each unit is of the highest order. (If not of the highest order, include explanatory comments.)

- a. XXX Airlift Wing
- b. XXX Airlift Group
- c. XXX Logistics Group
- d. XXX Air Refueling Squadron
- e. XXX Security Forces Squadron

2. The units recommended were thoroughly evaluated. Each unit compiled an outstanding record and is considered for the AFOUA and AFOEA.

(commander/vice commander signature)

Attachments:

Recommendations (5)

NOTE: Include recommendations as attachments to this letter. Submit entire package in three complete copies of each recommendation to include all indorsements, attachments, background information, and forwarding letter.

Attachment 11 (Added)**NARRATIVE JUSTIFICATION**

- 123d Airlift Wing (AW) Mission: Dedicated professionals striving for excellence in airlift and customer service to enhance peacetime/combat global reach for America; provided over 25% of DOD strategic airlift this period
 - 14,452 C-5 sorties, flying 58,268 hours; carried over 140,000 passengers and 215,000 tons of cargo worldwide
- Supported over 60 DOD Operations/Exercises, most notably Operation RESTORE HOPE, relief effort to Somalia
 - Airlifted 17,414 tons of cargo and over 8,700 personnel aiding immeasurably in this UN humanitarian mission
 - 57 Blank maint personnel some of first troops deployed; serviced over 1200 aircraft without a single mishap
 - Wing forces/equip deployed to Somalia, Spain, and Kenya during operation; key to mission success
 - Clearly demonstrated value of AMC's "air bridge" concept by flying straight to Somalia with 4 air refuelings
- Wing also provided support for critical UN missions PROVIDE COMFORT, food/shelter to Iraqi Kurdish refugees; PROVIDE HOPE II and PROVIDE RELIEF II, food/medicine to former Yugoslavia; PROVIDE PROMISE, food/medicine to Bosnia; and SOUTHERN WATCH, enforcement of no-fly zone in Southern Iraq
- Blank crews performed heroically during relief efforts for some of the United States' worst ever natural disasters
 - Wing flew 64 flights and deployed personnel to Homestead FL in support of Hurricane Andrew relief efforts; at the same time, mission support team from 123 AW supervised the largest airlift in history of Looney AFB and Fort Tunes NY by moving 10th Mountain Division into the stricken area to help with the relief efforts
 - Family Support Center acted as base project office for resettlement of families evacuated from Hometown AFB
 - 123 AW delivered 1 million empty sandbags to the Midwestern United States during summer floods of 1993
- Blank Team set C-5 airdrop record on 26-Aug-XX; heaviest single load parachute airdrop ever at Ft Bragg NC
- 123d crew made history by landing a C-5 in the country of Uganda for the first-time ever during Rwandan effort
 - 123 AW TALCE set up airfield; transported 50 UN armored personnel carriers to Entebbe International airport

- Wing completed two ORIs during this period; SAND EAGLE '92 deployed 6,944 tons of cargo/9,517 people of Delbert AFB; 6,094 tons of cargo/3,153 personnel transported during CRISIS REACH 94-4 to two locations
 - Wing received overall "Excellent" rating during CRISIS REACH 94-4; AMC/IG wrote "all air-land missions met customer requirements with 100 percent mission effectiveness"; home launch reliability rate of 98%
- Dominated C-5 competition in Rodeo 'XX at Tweety AFB; took six of seven trophies including best C-5 wing
- Flew 41 Phoenix Banner Presidential Support missions during the fall 'XX presidential election season
- Aerial Port, DOD's busiest, solidified its reputation as the "super port"; processed over 450,000 cargo shipments
 - Handled over 400 million pounds of originating/terminating air cargo; serviced an average of 1,000 aircraft/month
 - Processed over 325,000 pieces of cargo requiring special handling; a new AMC record; top AF terminal in 'XX
- Despite heavy ops tempo, 123 AW led way in establishing AMC charter; pathfinder for new command initiatives
 - Embraced new quality program; received highest Quality Air Force Assessment score of any AMC wing in 'XX
 - Wing nominated for SECAF Qualify Award; "personnel displayed strong sense of teamwork and winning attitude"
 - Blank established first hazardous materials pharmacy in the AF; reduced hazardous material on base by 38%
 - Host of 60k loader drive-off competition; one of AMC's top ten priorities; 123d support led to award of \$250M contract; new loading equipment will provide AMC much improved capability well into next century
 - Wing chosen as testbed for C-5 lean logistics program; goal is to reduce spares footprint/improve response time
- 123 AW Logistics complex performed impressively during this period; Wing won the XXXX USAF General Thomas P. Gerrity Award for superior logistics performance during CYXX; set the standard for AMC and the AF
 - Equip Maint Sq best aircraft maint unit in AF 'XX; Contracting Sq best operational contracting unit in AF 'XX
 - USAF runner-up for the XXXX Daedalian Aircraft Maintenance Award; best aircraft maintainers in AMC
- Logistics Support Sq developed a new comprehensive training program, Aircraft Generation Training (AGT), to effectively handle a 6% manning reduction and the implementation of the new Production Team Maintenance
 - AGT produced top quality trained mechanics; 123 AGT used as AMC's model for other bases to follow

- Contracting Sq led AMC in implementing new policies and procedures; fastest purchase times and best methods
 - Acquired GSA Source One Program for buyer to quickly access vendor info; decreased purchase times 23%
 - Implemented Gov't Purchasing Credit Card Program in 25 organizations; streamlined small purchase process
- Contracting and Supply Sqs teamed to create the first-ever Local Purchase Customer Service Team to provide a one-stop shop for local purchase requirements; program quickly became the command standard across AMC
 - Streamlined a disjointed process; improved accuracy of orders and reduced purchase times 18%; best in AMC
- Fab Flt teamed with Aerospace Ground Equipment Flt and helped increase equipment in-commission rate to 96%
 - Initiated mobile welding service versus shop only to eliminate unnecessary downtime awaiting maintenance
- Propulsion Flt's C-5 engine shop was reorganized into 12 crews with 6 technicians each; crews were responsible for rebuilding a particular engine; metrics established for crew accountability, comparisons, and benchmarking
 - Successfully reorganized with a 49% manning reduction; produced 42 engines in 50 days; and AMC record
 - Propulsion Flt produced its 3,500 TF39 engine since 1971; avg time-on-wing over 1,200 hrs; best in AMC
 - AMC IG crosstelled this outstanding success story across the command; depot sent technicians to be trained
- Supply Sq was first in AMC to set-up Express Packaging and Pick-up Program; reduced the shipping time of Avionics Flt Lin Replaceable Units from 7 days to only 2 days facilitating a more efficient lean logistics profile
- Transportation Sq located aircrew bus drivers in Base Ops to reduce aircrew response time; now only 4 minutes
- Aerospace System Flt manufactured solenoid test device for the C-5 Tire Deflation Valve and Anti-Skid System
 - Eliminated shipping to depot for repair/test; saved almost \$150K in the first year alone by allowing local repair
- Avionics Flt processed over 20,000 units with an impressive 84% local repair rate; saved \$80M in depot costs
 - Established a depot approved in-house course to train a team to troubleshoot and repair defective circuit cards
 - Worked with manufacturers' technicians to develop inertial nav unit repair capability; 123d now repairs C-5, C-141, and KC-135 units; shop was able to repair all 258 nav units that came into the shop saving \$4.2M

- Supply Sq developed Stockage Priority Code E program to eliminate excess requisitions for base expendables
 - Blank avoided acquiring \$2M of excess items due to program; AMC has directed all Supply Sqs to implement
- 123 Medical Group instituted Eagle Care, also know as the Dedicated Health Care Professional Program
 - Personalized service gives each active duty member/family a particular doctor and/or physician assistant
 - Program highly successful as both doctor and patient able to establish closer more personal relationships
- Continually striving for better medical care, Med Group established two new programs to improve effectiveness
 - 3-bed Special Care Unit designed to provide more intensive care to patient than available on routine care floors
 - New unit saving money because previously patient was automatically sent to local commercial care facilities
 - Ambulatory Surgery Unit formed to make shorter stays by ensuring up-to-date records/tests prior to surgery
 - First-year savings were estimated at over \$190,000; other management saving of \$250K/yr
- Project PUP (Pets Uplifting People) initiated in which trained dogs visit patients in hospital to lift their spirits
- Dental Sq used results from quality process team to centralize sterilization of instruments; major time savings
- Med Group deployed flight medicine, medical logistics, equipment repair, and operating room personnel in support of
Operations PROVIDE HOPE, PROVIDE COMFORT, PROVIDE PROMISE, and RESTORE HOPE
- AF Inspection Agency audit of Med Group rated managed health care, readiness, and personnel all excellent
- 123d Security Police Squadron was named as the best active duty medium security unit in the USAF for XXXX
- Civil Eng Sq spent a record \$13.3M in FYXX improving the wing infrastructure; base has never looked better
 - Wg underwent major facelift during this period; new command post dedicated; ground broke on new dormitory; upgrades completed to commissary, youth center, logistics training facility, and existing dormitories
- Outstanding financial management; Wing obligated 100% of its \$38.6M FYXX budget/99.9% of its FYXX budget
 - Spent \$6.7M of other bases; unused money in the last hours of FYXX to improve airfield, roads, and facilities

- Comm Sq completed installation of more than 12,000 feet of cable for new base fiber optic network; improved C2
 - Network will take 123d into 21st century; provides for future growth; lauded by AMC for design/expandability
- Family Support Center provided Air Force aid totaling \$540,024 to 957 active duty members and their families
- During this period, the Blank Team established itself as a community leader, friend, and good neighbor
 - Honorary Commander Program was formed to give local civic leaders an insight into the DOD, the AF and Blank AFB activities; allowed senior wing leadership at Blank to get involved more with the local community
 - Over 120 community leaders became Honorary CCs, including the Gov of Queens and the Major of Blank
 - 123d program has become a model for the rest of AMC; civic leaders enthusiastic; solid bonds established
- Base hosted Fall XXXX Blank Special Olympics festival; over 75 Blank volunteers for over 200 participants
 - Event was such a success that the Special Olympics Committee has asked the wing to host the Fall 'XX festival
- Sponsored the 51st Anniversary Blank Air Show; aerial displays by AF Thunderbirds and Army Golden Knights
 - Two-day event brought over 100,000 visitors to the base; fantastic public relations for AF with civilian public
- Co-hosted two NASA Community Involvement Programs during this period with Blank Science Foundation
 - Over 50,000 school children from Appletime and Apple visited base; encouraged youth to pursue aerospace dreams
- From 1 Aug XX to 31 Jul XX, Blank commitment to AMC's mission of Global Reach set the standards against which all airlift wings are measured; the 123 AW has earned the honor to be recognized with the AFOUA

Attachment 12 (Added)

SAMPLE CITATION

SAMPLE CITATION

(Margins: Top and Sides – 1 inch to 1 ½ inches)

CITATION TO ACCOMPANY THE AWARD OF
THE AIR FORCE OUTSTANDING UNIT AWARD
TO THE
(DESIGNATED UNIT)

The (designated unit), Air Mobility Command, distinguished itself by exceptionally meritorious service from (date) to (date). During this period, the (designated unit) accomplished its mission with a maximum degree of war readiness. The professionalism, knowledge, and technical skills of the (designated unit) personnel contributed directly to the fulfillment of national objectives. The distinctive accomplishments of the members of the (designated unit) reflect great credit upon themselves and the United States Air Force.

NOTES

Oak leaf clusters will not be identified.

The citation should be brief (will not exceed 15 typed lines).

The opening and closing sentences will not be changed.

LEGION OF MERIT PROCESSING

	A NATIONAL/ INTERNATIONAL SIGNIFICANCE/ SECURITY, OR OF MARKED SIGNIFICANCE TO THE AF?	B CLEAR, CONCISE, HARD- HITTING JUSTIFICATION AT LEAST A PAGE IN LENGTH	C NO TIME IN GRADE REQUIREMENT	D 18 MONTHS TIME IN KEY POSITIONS* (See Note 2)	E THREE PREVIOUS LOMS* (See Notes 3 and 6)	F DOES MBR HAVE 5 MSMs? (See Note 8)	G DEFER (See Note 5) OR (See Note 6)	H DISAPPROVE AND AWARD THE MSM	I FORWARD TO AFPC FOR SAF APPROVAL	J AMC/CC/CV APPROVE
PCS										
1 BRIG GEN/COL IN 2-DIGIT POSN MAJCOM DIR/DEP, NAF/CV/DIR, WG CC/CV, COL-GP CMDR (OPS/LG/SPT/COM/MED), CMSGT - MAJCOM CCM (See Notes 4 and 6)	Yes (Go to F)	No Yes (Go to F)		Yes No (Go to F)	Yes (Go to G) No (Go to I)	Yes (Go to G) No (Go to H)	Yes	Yes	Yes	N/A
2 COL IN LESS THAN 2-DIGIT POSN (See Notes 2, 4, and 6)	Yes (Go to F)	No Yes (Go to F)		Yes No (Go to F)	Yes (Go to G) No (Go to F)	Yes (Go to G) No (Go to H)	Yes	Yes	Yes	N/A
PCA/EXTENDED TOUR										
BRIG GEN/COL (See Note 1)	Yes No (Go to F)	Yes No (Go to F)		Yes No (Go to F)	Yes (Go to G) No (Go to F)	Yes (Go to G) No (Go to H)	Yes	Yes		
RETIREMENT										
BRIG GEN/COL, CMSGT (MAJCOM CCM)	Yes (Go to J) *See Note 7	No *See Note 7								Yes *See Note 7

Note 1 LOMs are not normally approved for PCAs/extended tours If extended tour recommendation, it must be for 4 years

Note 2 Exceptions If Gen/Col does not meet the mandatory conditions in B or D (the position requirement, i e , 3-digit), an exception to policy may be granted by AMC/CC In cases where exception is warranted, NAF/CC or MAJCOM Director must provide specific justification

Note 3 IF member already awarded four LOMs, action taken should be deferral for use in future DSM Exceptions granted but normally involve a previous LOM awarded for outstanding achievement

Note 4 Communications/Medical Gp/Ctr Commanders are difficult to justify and are not normally awarded LOMs unless responsible for unique mission/organizations (e g , large number assigned (USAF Medical Center Scott), Presidential Missions, etc .) and each is looked at on a case-by-case basis

Note 5 Strong consideration for approval needs to be given for individuals being reassigned outside the Air Force (i e , Joint Staff)

Note 6 A "Brig Gen or selectee" may be considered for a fourth LOM prior to retirement based on the subsequent award of a DSM as a general officer

Note 7 Retirement LOMs need citation only Strong consideration must be given to entire career accomplishments/service, therefore, all limiting factors may be waived retirement decoration should be no less than highest level previous received AMC/CC/CV can approve Cols and above only

Note 8 Based on 4 or less MSMs, some consideration must be given to deferral action because of grade, length of service or decoration history

Attachment 14 (Added)

MERITORIOUS SERVICE MEDAL PROCESSING

	A CLEAR, CONCISE, HARD- HITTING JUSTIFICATION (See Note 1)	B 2 YEARS IN RESPONSIBLE POSITION(S)	C LESS THAN 2 YEARS IN RESPONSIBLE POSITION (See Note 2)	D 3 YEARS TIME ON STATION	E IS THIS FIRST MSM?	F HAS ONE OR MORE AFCM(S)	G DEFER	H DISAPPROVE AND CONSIDER AFCM	I REVIEW PANEL	J HQ AMC DIR/ DIR SPEC STF, WG/CC, TACC/CC, AND AMWC/CC APPROVE
PCS										
COL - MAJ//CMSGT - MSGT	Yes (Go to B) No (Go to I)	Yes (Go to E) No (Go to I)	Yes (Go to I)		Yes (Go to F) No (Go to J)	Yes (Go to J) No (Go to H)		Yes	See Note 4	Yes
CAPT - 2LT//TSGT - SSGT (GO TO I)									See Notes 3 & 4	
PCA										
COL - MAJ//CMSGT - MSGT CAPT - 2LT//TSGT - SSGT	See Notes 5 & 6									
EXTENDED TOUR (SEE NOTE 7)										
COL - MAJ//CMSGT - MSGT	Yes (Go to D) No (Go to D & I)			Yes (Go to E) No (Go to G)	Yes (Go to F) No (Go to J)	Yes (Go to J) No (Go to G, H or I)	Yes		See Note 4	Yes
CAPT - 2LT//TSGT - SSGT (GO TO I)									See Notes 3 & 4	
RETIREMENT										
COL - CAPT**//CMSGT - SSGT **(CAPT PRIOR ENLISTED)	Yes (Go to J) No (See Note 8)									Yes

Note 1 Justification may be narrative, paragraph, bullet format, or EPR/OPR

Note 2 AS a general rule, personnel must demonstrate meritorious service in a responsible position for a minimum of 2 years

Note 3 MSM is normally approved for deserving field grade officers and senior NCOs

Note 4 As established by approval authority on a rotating basis, however, approval authority may choose alternate means of evaluations

Note 5 Normally, consideration for an MSM for PCA should be held and included in a decoration based on a PCS If considered, use PCS rules

Note 6 This does not apply when PCA is to a joint activity If pca is to joint activity, use PCS rules

Note 7 Normally not used for individuals projected to PCS in the near future

Note 8 Retirement MSMs need citation only Strong consideration must be given to entire career accomplishments/service, therefore, all limiting factors may be waived Retirement decoration should be no less than highest level previously received

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